

SCHEDULE A

DRAFT ANNUAL BUDGET AND SUPPORTING DOCUMENTATION OF DIHLABENG LOCAL MUNICIPALITY

DRAFT ANNUAL BUDGET OF DIHLABENG LOCAL MUNICIPALITY

2014/15 TO 2016/17 MEDIUM TERM REVENUE AND EXPENDITURE FORECASTS

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Table of Contents

PART 1 – ANNUAL BUDGET	1
1.1 MAYOR’S REPORT.....	1
1.2 COUNCIL RESOLUTIONS	3
1.3 EXECUTIVE SUMMARY	5
1.4 OPERATING EXPENDITURE FRAMEWORK.....	14
1.5 CAPITAL EXPENDITURE	21
PART 2 – SUPPORTING DOCUMENTATION	22
1.6 OVERVIEW OF THE ANNUAL BUDGET PROCESS.....	22
1.7 OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH IDP	25
1.8 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS.....	30
1.9 LEGISLATION COMPLIANCE STATUS.....	34
1.10 MUNICIPAL MANAGER’S QUALITY CERTIFICATE	34

List of Tables

Table 1 Consolidated Overview of the 2014/15 MTREF	5
Table 2 Summary of revenue classified by main revenue source	7
Table 3 Comparison of proposed rates to levied for the 2014/15 financial year	9
Table 4 Proposed Water Tariffs.....	10
Table 5 Comparison between current water charges and increases (Domestic)	10
Table 6 Comparison between current electricity charges and increases (Domestic)	11
Table 7 Comparison between current sanitation charges and increases.....	11
Table 8 Comparison between current waste removal fees and increases.....	12
Table 9 MBRR Table SA14 – Household bills	12
Table 10 Summary of operating expenditure by standard classification item	14
Table 11 Operational repairs and maintenance.....	17
Table 12 2014/15 Medium-term capital budget per vote	21
Table 13 IDP Strategic Objectives	26
Table 14 MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue	27
Table 15 MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure	28
Table 16 MBRR Table SA7 - Reconciliation between the IDP strategic objectives and budgeted capital expenditure.....	29
Table 17 MBRR SA15 – Detail Investment Information.....	32
Table 18 MBRR SA16 – Investment particulars by maturity.....	33

List of Figures

Figure 1 Planning, budgeting and reporting cycle	30
Figure 2 Definition of performance information concepts.....	31

Abbreviations and Acronyms

AMR	Automated Meter Reading	MFMA	Municipal Financial Management Act Programme
ASGISA	Accelerated and Shared Growth Initiative	MIG	Municipal Infrastructure Grant
BPC	Budget Planning Committee	MMC	Member of Mayoral Committee
CBD	Central Business District	MPRA	Municipal Properties Rates Act
CFO	Chief Financial Officer	MSA	Municipal Systems Act
CPI	Consumer Price Index	MTEF	Medium-term Expenditure Framework
CRRF	Capital Replacement Reserve Fund	MTREF	Medium-term Revenue and Expenditure Framework
DoRA	Division of Revenue Act	NERSA	National Electricity Regulator South Africa
EE	Employment Equity	NGO	Non-Governmental organisations
EEDSM	Energy Efficiency Demand Side Management	NKPIs	National Key Performance Indicators
EM	Executive Mayor	OHS	Occupational Health and Safety
FBS	Free basic services	OP	Operational Plan
GAMAP	Generally Accepted Municipal Accounting Practice	PBO	Public Benefit Organisations
GDP	Gross domestic product	PHC	Provincial Health Care
GFS	Government Financial Statistics	PMS	Performance Management System
GRAP	General Recognised Accounting Practice	PPE	Property Plant and Equipment
HR	Human Resources	PPP	Public Private Partnership
HSRC	Human Science Research Council	PTIS	Public Transport Infrastructure System
IDP	Integrated Development Strategy	RG	Restructuring Grant
IT	Information Technology	RSC	Regional Services Council
kℓ	kilolitre	SALGA	South African Local Government Association
km	kilometre	SAPS	South African Police Service
KPA	Key Performance Area	SDBIP	Service Delivery Budget Implementation Plan
KPI	Key Performance Indicator	SMME	Small Micro and Medium Enterprises
kWh	kilowatt		
ℓ	litre		
LED	Local Economic Development		
MEC	Member of the Executive Committee		

Part 1 – Annual Budget

1.1 Mayor's Report

FINANCIAL PERFORMANCE PRIOR YEAR

For the first time in its existence we managed to achieve an unqualified audit opinion in the 2013/14 financial year after suffering from Disclaimers from 2002/3 until 2008/9. The national target is 2014 and we achieved this two years earlier. The ability of the municipality to achieve this feat has given the community the assurance that their funds are properly accounted for and thereby increasing not only community confidence but also investor confidence. In my budget speech for the 2013/14 financial year it was indicated that we would be terminating the CFOs contract if this did not happen. Thanks for all the effort put in by the Municipal Manager and his team in achieving this great feat.

Although we achieved an unqualified audit opinion, the financial performance of the municipality had a tremendous turn. In the 2011/12 the municipality made a deficit of R 59 million and in the 2012/13 financial year the deficit was increased to R 82 million, this translates to a turnaround of approximately R 23 million. The deficit of R 89 million is as a result of the provision for bad debts made in the 2013/14 financial year of R 103 million. Therefore if the consumers all paid their accounts the municipality would have had a surplus of R 103 million, which could be invested in improving the lives of our community. The payment of accounts remains a serious challenge, however according to the NCOP they regard Dihlabeng as model municipality which could be one of the best in the entire country. More focus will still need to be placed on this section of our municipality.

Despite this the municipality managed to increase its cash collection from own revenue from R 228 million in the 2011/12 financial year to R 267 million in the 2012/13 financial year. This is a 17% increase in the 2012/13 financial year. There was a tariff increase applied of 8%, therefore there was an increase of 10% over and above the tariff increases applied in the 2013/14 financial year.

2013/2014 ANNUAL BUDGET

This budget reflects our commitments needs towards change and development for the betterment of the lives of all the people within or community. It also reflects continuity and conscience intention of our municipality to take head-on challenges of poverty, unemployment and inequality.

Honourable speaker our annual budget for 2014/2015 is R 603 million decreasing from R 681 million in the 2013/2014 due to increased provision for bad debts and depreciation during adjustment budget.

We managed to increase our revenue despite the fact that the equitable share; which equates to 22% of our total revenue, was slightly increased. Currently grants account for 45% of the municipal revenue, an increase from 43% in the 2012/3 financial year. This indicates that we are not in the process of becoming self-sufficient and less reliant on grants for our daily operating activities is what we are projecting in the future. The stagnant equitable share indicates that we need to focus more on the correct billing to our consumers as well as the collection of those accounts that we have been billed.

One of the biggest increases in own revenue is traffic fines, that increased from R 3, 8 million to R9 million.

We have managed to maintain our salary budget of 29% in the 2013/14 and 2014/15 budgets, an acceptable norm is between 30 and 35%. This type of discipline is necessary to ensure the financial stability of the municipality going forward.

The Councillors remuneration of R 9.1 million will be subsidised through the equitable share allocation. An amount of R 5, 5 million has been included for the special support for Councillors remuneration and ward committees.

The repairs and maintenance budget has not increased since the 2013/14 budget. Repairs and maintenance comprises 4% of our total budget which is below the norm of 9%. Additional effort needs to be placed on increasing this percentage and thereby ensuring that our assets are properly maintained.

The general expenditure, which includes bulk purchases, insurance, rental of plant, security costs, LED projects, training, etc., has decreased by 1% from R 297 million to R 294 million. It is essential that we ensure that our overheads remain as low as possible and thereby ensuring financial sustainability.

We have also managed to increase the contribution for depreciation by 6% from R 70 million projected in the 2013/14 budget to R 74 million in the 2014/15 budget year. This contributes towards the budget becoming more funded and cash backed. The municipality budgeted for a 95% payment rate whilst the current rate achieved is approximately 80%. This is a clear indication that our already scarce resources needs to be put into the collection of our debt and ensure that consumer accounts are paid timeously. We have profiled our debtors so that the debtor balances and payment rates can be managed per ward. The debtors have also been broken down per suburb; this allows us to focus more strategically when coming to the collection of our debt.

The municipality has employed resources internally to collect our debt and the fruit thereof is starting to show. Another strategic decision that the Council is taking is to abolish that practice of allowing property owners to open tenant accounts and thereby placing the burden on the municipality to collect their tenant's consumer accounts on their behalf. By taking this decision we will reduce the accounts on our system from approximately 50 thousand to 30 thousand. This will free up our officials to focus more on collection from the remaining 30 thousand debtors.

Total capital budget for 2014/2015 is R 78 million of which R5 million will be funded internally and included in the total expenditure of R602 million.

The sources of funding for the R 78 million capital budget is:

Internal contributions	= R 5 million
MIG	= R 40 million
Department of water affairs	= R 32 million
EPWP	= R 1 million

The capital budget for the next two financial years is:

2014/15	= R 64 million
2016/17	= R 77 million

The MIG funding for the 2014/15 will be reduced to R 40 million in the 2014/15 financial year and to R 39 million in the 2016/17 financial year. This is an indication that the municipality needs to gear itself towards generating funds independently to fund its unlimited needs for capital development and growth. The internal capital expenditure has been decreased by 73% from R 18, 5 million to R 5 million, this is not in line with the statement that we must strive to become self-sustainable with regards to the capital development in our area. This then links back to the emphasis on debt collection.

Our EPWP grant for 2014/2015 is R1 Million which can be increased in the next financial year depending on the number of job opportunities created.

In the 2013/14 financial year the municipality adopted a local economic development strategy to plot the way forward with regards to our municipality's economic development. A budget of R 6 million has been set aside for the local economic development projects in an attempt to implement this ambitious strategy.

We also call upon all indigent households to register, and those who have registered to come forward to update their status in our register in order for them to qualify from the municipal indigent subsidy scheme. Registration of indigent household also helps the municipality to know exactly how many households are able to pay for services and how many cannot afford to pay for services due to their economic status.

1.2 Council Resolutions

On 20 March 2014 the Council of Dihlabeng Local Municipality Local met in the New Hall (i.e. Boiketlong Hall of Bohlokong) to consider the draft annual budget of the municipality for the financial year 2014/15. The Council approved and adopted the following resolutions:

1. The Council of Dihlabeng Local Municipality , acting in terms of section 24 of the Municipal Finance Management Act, (Act 56 of 2003) approves and adopts:

- 1.1. The annual budget of the municipality for the financial year 2014/15 and the multi-year and single-year capital appropriations as set out in the following tables:
 - 1.1.1. Budgeted Financial Performance (revenue and expenditure by standard classification) as contained in **Table A2**;
 - 1.1.2. Budgeted Financial Performance (revenue and expenditure by municipal vote) as contained in **Table A3**;
 - 1.1.3. Budgeted Financial Performance (revenue by source and expenditure by type) as contained in **Table A4**; and
 - 1.1.4. Multi-year and single-year capital appropriations by municipal vote and standard classification and associated funding by source as contained in **Table A5**.
- 1.2. The financial position, cash flow budget, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are approved as set out in the following tables:
 - 1.2.1. Budgeted Financial Position as contained in **Table A6**;
 - 1.2.2. Budgeted Cash Flows as contained in **A7**;
 - 1.2.3. Cash backed reserves and accumulated surplus reconciliation as contained in **Table A8**;
 - 1.2.4. Asset management as contained in **Table A9**; and
 - 1.2.5. Basic service delivery measurement as contained in **A10**
2. The Council of Dihlabeng Local Municipality Local Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) approves and adopts with effect from 1 July 2014:
 - 2.1. the tariffs for property rates – 6%
 - 2.2. the tariffs for electricity – 6%
 - 2.3. the tariffs for the supply of water – 7.39%
 - 2.4. the tariffs for sanitation services – 6%
 - 2.5. the tariffs for solid waste services – 6%
 - 2.6. Sundry tariffs (other services) - 10%
3. To give proper effect to the municipality's annual budget, the Council of Dihlabeng Local Municipality Local Municipality approves:

Budget related policies listed below subject to the following changes:

Other Policies:

Assets Management Policy, Supply Chain Management Policy, Banking and Investment Policy, Budget Policy, Credit Control and Debt Management Policy, Tariff Policy, Petty Cash Policy, Travel and subsistence Policy, Indigent Policy, Credit Control By-Laws, Property Rates Policy, Property Rates B-Law, Computer and Cell phone Policy, Disposal of land and other Immovable Assets Policy, Writing Off of Bad Debts Policy and Accounting Policy.

4. That it be noted that Service Delivery and Budget Implementation Plan will be submitted to Council before the end of June 2014 for approval.

1.3 Executive Summary

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically, efficiently and equitably to all communities.

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items.

The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

National Treasury's MFMA Circular No. 70 were used to guide the compilation of the 2014/15 MTREF.

The main challenges experienced during the compilation of the 2014/15 MTREF can be summarised as follows:

- The ongoing difficulties in the national and local economy;
- Sustainable job creation
- Funding for implementation of National Development Plan.
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- The increased cost of bulk electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable;
- Affordability of capital projects – original allocations had to be reduced.
- Securing inclusive growth-investing in strategic infrastructure programmes

In view of the aforementioned, the following table is a consolidated overview of the proposed 2014/15 Medium-term Revenue and Expenditure Framework:

Table 1 Consolidated Overview of the 2014/15 MTREF

	Original Budget	Budget Year	Budget year +1	Budget Year + 2
R thousand	2013/14	2014/15	2015/16	2016/17
Total Operating Revenue	573 158	600 171	629 008	655 750
Total Operating Expenditure	681 008	669 136	709 216	751 714
<i>(surplus) deficit</i>	107 850	68 965	80 208	95 964
Total Capital Expenditure	72 196	73 170	77 087	92 504

Total operating revenue has grown by 5 per cent for the 2014/15 financial year when compared to the 2013/14 Budget. For the two outer years, operational revenue will increase by 6 per cent respectively, equating to a total revenue growth of R 56 million over the MTREF when compared to the 2014/15 financial year.

Total operating expenditure for the 2014/15 financial year has been appropriated at R 600 171 million and translates into a budgeted deficit of R 68 million. When compared to the 2013/14 Budget, operational expenditure has also grown by 4 per cent in the 2014/15 budget and by 6 per cent for each of the respective outer years of the MTREF. The operating deficit for the two outer years is increasing at a higher percentages which leads to R80 million and R95 million. If the situation is not controlled we will not be able used to fund capital projects internally.

The 2014/15 capital budget from national government has increased by slightly when compared to the 2013/14 Budget of R 72million. The capital budget will increase to R77 million and R92 Million respectively for the outer years.

Operating Revenue Framework

For Dihlabeng Local Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 86 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.
- Water tariff will be adjusted for the first block of 0-6kl from R0 to R4.77 per kl and the 31 and above has been adjusted from R 11.50 to R 12.19

The following table is a summary of the 2014/15 MTREF (classified by main revenue source):

Table 2 Summary of revenue classified by main revenue source

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
Revenue By Source										
Property rates	53,403	67,323	66,850	76,950	78,444	78,444	78,444	83,151	88,140	93,428
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	102,912	129,197	151,055	165,400	165,400	164,983	164,983	164,983	164,983	164,983
Service charges - water revenue	37,880	44,654	44,801	52,652	60,652	60,652	60,652	64,291	68,149	72,238
Service charges - sanitation revenue	33,194	35,899	38,026	41,895	41,895	42,363	42,363	44,905	47,599	50,455
Service charges - refuse revenue	30,743	34,368	37,248	41,828	39,757	39,757	39,757	42,142	44,670	47,351
Service charges - other	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	2,770	2,953	3,556	3,989	4,165	5,052	5,052	5,355	5,677	6,017
Interest earned - external investments	30	9	11	-	-	9	9	10	10	11
Interest earned - outstanding debtors	13,693	19,858	23,061	25,085	25,085	25,152	25,152	26,661	28,260	29,956
Dividends received	-	-	5	-	-	-	-	-	-	-
Fines	205	641	4,572	3,852	8,500	11,217	11,217	11,890	12,604	13,360
Licenses and permits	-	28	86	-	-	273	273	289	306	325
Agency services	-	-	-	-	-	-	-	-	-	-
Transfers recognized - operational	105,007	117,091	132,667	129,734	133,174	139,270	139,270	134,970	134,764	131,851
Other revenue	2,929	5,539	10,516	13,208	10,304	2,986	2,986	21,169	33,469	45,377
Gains on disposal of PPE	2,740	-	-	749	3,000	3,000	3,000	3,180	3,371	3,573
Total Revenue (excluding capital transfers and contributions)	385,506	457,560	512,455	555,343	570,375	573,158	573,158	602,996	632,003	658,924

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the municipality. Rates and service charge revenues comprise of 75 per cent of total revenue. In the 2013/14 financial year, revenue from rates and services charges totalled R 440 million. A significant amount of this revenue is derived from sale of electricity (i.e. R165 Million). A notable trend is the increase in the total revenue generated from rates and services charges, this is mainly attributed by rapid increases in the Eskom tariffs for bulk electricity. Electricity comprise of 29.per cent of the total revenue. Property rates is the second largest revenue source totalling 13.9 per cent of total revenue by 2014/15 financial year.

Operating grants and transfers totals R133 million in the 2013/14 financial year and steadily increases to R134 million by 2014/15. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Table 3 Operating Transfers and Grant Receipts

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
RECEIPTS:	1, 2									
- <u>Operating Transfers and Grants</u>										
National Government:		102,003	117,091	-	133,174	133,174	133,174	134,970	134,764	131,851
Local Government Equitable Share		100,053	114,851		129,734	129,734	129,734	131,369	132,147	129,132
Municipal Systems Improvement		1,200	740		890	890	890	934	967	1,019
Finance Management		750	1,500		1,550	1,550	1,550	1,600	1,650	1,700
Water Services Operating Subsidy		-	-		-	-	-			
EPWP Incentive		-	-		1,000	1,000	1,000	1,067	-	-

The percentage increases of Eskom bulk tariffs are far beyond the mentioned inflation target. Given that these tariff increases are determined by external agencies, the impact they have on the municipality's electricity and in these tariffs are largely outside the control of the Municipality. Discounting the impact of these price increases in lower consumer tariffs will erode the Municipality's future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity and water, petrol, diesel, chemicals, cement etc. The current challenge facing the municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the municipality has undertaken the tariff setting process relating to service charges as follows.

1.3.1 Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the municipality has been amended accordingly.

The following stipulations in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R7 000 reduction on the market value of a property will be granted in terms of The Municipality's own Property Rates Policy;
- 100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy;
- For pensioners a total rebate of 25 per cent will be granted to owners of rate-able property:
 - The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependants without income;
 - The applicant must be the owner of only one property;
 - The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension; and
 - The property must be categorized as residential.

The categories of rate-able properties for purposes of levying rates and the proposed rates for the 2014/15 financial year based on a 6 per cent increase from 1 July 2014 is contained below:

Table 3 Comparison of proposed rates to levied for the 2014/15 financial year

Category	Current Tariff (1 July 2014)	Proposed tariff (from 1 July 2014)
	c	C
Residential properties	0,6426	0.6812
State owned properties	1,9206	2.0358
Business & Commercial	1,9206	2.0358
Agricultural	0.1000	0.1060
Vacant land	0,6426	0.6811
Industrial	1,9206	2.0358

1.3.2 Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

In addition National Treasury has urged all municipalities to ensure that water tariff structures are cost reflective by 2014.

Better maintenance of infrastructure, new dam construction and cost-reflective tariffs will ensure that the supply challenges are managed in future to ensure sustainability.

A tariff increase of 6 per cent from 1 July 2014 for water is proposed. 6 kℓ water per month period will be granted free of charge to registered indigents. Residents who are not registered as indigents will not qualify for free 6 kℓ per month, but they will pay it at a discounted rate (4.77). A summary of the proposed tariffs for households (residential) and non-residential are as follows:

Table 4 Proposed Water Tariffs

CATEGORY	CURRENT TARIFFS 2013/14	PROPOSED TARIFFS 2014/15
	Rand per kℓ	Rand per kℓ
RESIDENTIAL		
(i) 0 to 6 kℓ per 30-day period	4.50	4.77
(ii) 7 to 10 kℓ per 30-day period	7.19	7.62
(iii) 11 to 15 kℓ per 30-day period	9.55	10.12
(iv) 16 to 20 kℓ per 30-day period	10.75	11.40
(v) 21 to 30 kℓ per 30-day period	11.12	11.79
(vi) More than 31 kℓ per 30-day period:	11.50	12.19
NON-RESIDENTIAL		
(i) 0 and more kℓ	7.86	8.33

The following table shows the impact of the proposed increases in water tariffs on the water charges for a single dwelling-house:

Table 5 Comparison between current water charges and increases (Domestic)

Monthly consumption kℓ	Current amount payable R	Proposed amount payable R	Difference (Increase) R	Percentage change
20	157.26	166.70	9.44	6%
30	268.44	284.55	16.11	6%
40	383.44	406.45	23.01	6%
50	498.44	528.35	29.91	6%
80	843.44	894.05	50.61	6%
100	1 073.44	1 137.85	64.41	6%

1.3.3 Sale of Electricity and Impact of Tariff Increases

NERSA has announced the revised bulk electricity pricing structure. An 8.06 per cent increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2014.

Considering the Eskom increases, the consumer tariff had to be increased by 7.39 per cent to offset the additional bulk purchase cost from 1 July 2014. Furthermore, it should be noted that given the magnitude of the tariff increase, it is expected to depress growth in electricity consumption, which will have a negative impact on the municipality's revenue from electricity.

Registered indigents will again be granted 50 kWh per month free of charge.

The following table shows the impact of the proposed increases in electricity tariffs on the water charges for domestic customers:

Table 6 Comparison between current electricity charges and increases (Domestic)

Monthly consumption kWh	Current amount Payable R	Proposed amount Payable R	Difference (Increase) R	Percentage change
100	211.76	227.41	15.65	7.39%
250	342.99	368.34	25.35	7.39%
500	605.11	643.78	38.67	7.39%
750	928.25	996.45	68.20	7.39%
1 000	1 272.78	1 366.84	94.06	7.39%
2 000	2 650.88	2 846.78	195.90	7.39%

It should further be noted that NERSA has advised that a stepped tariff structure needs to be implemented from 1 July 2011. The effect thereof will be that the higher the consumption, the higher the cost per kWh. The aim is to subsidise the lower consumption users (mostly the poor).

1.3.4 Sanitation and Impact of Tariff Increases

A tariff increase of 6 per cent for sanitation from 1 July 2014 is approved. This is based on the input cost assumptions related to water. It should be noted that electricity costs contributes approximately 20 per cent of waste water treatment input costs, therefore they higher than CPI increase of 6.2 per cent for sanitation tariffs.

The following table compares the current and proposed tariffs:

Table 7 Comparison between current sanitation charges and increases

CATEGORY	CURRENT TARIFF 2013/14	PROPOSED TARIFF 2014/15
Per toilet	89.86	95.25

1.3.5 Waste Removal and Impact of Tariff Increases

A 6 per cent increase in the waste removal tariff is proposed from 1 July 2014.

The following table compares current and approved amounts payable from 1 July 2014:

Table 8 Comparison between current waste removal fees and increases

	CURRENT TARIFFS 2013/14	PROPOSED TARIFFS 2014/15
Domestic and churches	126.44	134.03
Business x 2 per week	214.14	226.99
Business x 3 per week	291.45	308.94
Mass container removal	727.61	771.27

1.3.6 Overall impact of tariff increases on households

The following table shows the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services.

Table 9 MBRR Table SA14 – Household bills

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14	2014/15 Medium Term Revenue & Expenditure Framework		Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast			
Rand/cent										
<u>Monthly Account for Household - 'Middle Income Range'</u> Rates and services charges:	1									
Property rates		381.45	411.96	436.68	467.25	467.25	467.25	6.0%	495.28	525.00
Electricity: Basic levy		108.16	116.81	123.82	132.49	132.49	132.49	7.4%	142.28	152.24
Electricity: Consumption		1,039.06	1,122.18	1,189.51	1,272.78	1,272.78	1,272.78	7.4%	1,366.84	1,462.52
Water: Basic levy		–	–	–	–	–	–	6.0%	–	–
Water: Consumption		197.10	212.87	225.64	268.44	268.44	268.44	6.0%	284.54	301.61
Sanitation		146.88	158.63	168.15	179.92	179.92	179.92	6.0%	190.72	202.16
Refuse removal		103.22	111.48	118.17	126.44	126.44	126.44	6.0%	134.02	142.07
Other										
sub-total		1,975.87	2,133.94	2,261.97	2,447.31	2,447.31	2,447.31	6.8%	2,613.68	2,785.59

VAT on Services											
Total large household bill:		1,975.87	2,133.94	2,261.97	2,447.31	2,447.31	2,447.31	6.8%	2,613.68	2,785.59	2,968.88
% increase/-decrease			8.0%	6.0%	8.2%	-	-		6.8%	6.6%	6.6%
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		13.65	14.74	15.62	16.72	16.72	16.72	6.0%	17.72	18.78	19.91
Electricity: Basic levy		-	-	-	-	-	-	7.4%	-	-	-
Electricity: Consumption		-	-	-	-	-	-	7.4%	-	-	-
Water: Basic levy		-	-	-	-	-	-	6.0%	-	-	-
Water: Consumption		106.34	114.84	121.74	157.26	157.26	157.26	6.0%	166.69	176.69	187.30
Sanitation		73.44	79.32	84.08	89.96	89.96	89.96	6.0%	95.36	101.08	107.14
Refuse removal		103.22	111.48	118.17	126.44	126.44	126.44	6.0%	134.02	142.07	150.59
Other											
sub-total		296.65	320.38	339.60	390.37	390.37	390.37	6.0%	413.79	438.62	464.94
VAT on Services											
Total small household bill:		296.65	320.38	339.60	390.37	390.37	390.37	6.0%	413.79	438.62	464.94
% increase/-decrease			8.0%	6.0%	15.0%	-	-		6.0%	6.0%	6.0%
				0.25	1.49	-1.00	-				
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		13.65	14.74	15.62	16.72	16.72	16.72	6.0%	17.72	18.78	19.91
Electricity: Basic levy		-	-	-	-	-	-	7.4%	-	-	-
Electricity: Consumption		-	-	-	-	-	-	7.4%	-	-	-
Water: Basic levy		-	-	-	-	-	-	6.0%	-	-	-
Water: Consumption		-	-	-	27.00	27.00	27.00	6.0%	28.62	30.34	32.16
Sanitation		73.44	79.32	84.08	89.96	89.96	89.96	6.0%	95.36	101.08	107.14
Refuse removal		103.22	111.48	118.17	126.44	126.44	126.44	6.0%	134.02	142.07	150.59
Other											
sub-total		190.31	205.53	217.86	260.11	260.11	260.11	6.0%	275.72	292.27	309.80
VAT on Services											
Total small household bill:		190.31	205.53	217.86	260.11	260.11	260.11	6.0%	275.72	292.27	309.80
% increase/-decrease			8.0%	6.0%	19.4%	-	-		6.0%	6.0%	6.0%

Note that in all instances the overall impact of the tariff increases on household's bills has been kept to between 6 and 7 per cent, with the increase for indigent households closer to 6 per cent.

1.4 Operating Expenditure Framework

The Municipality's expenditure framework for the 2014/15 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of *no project plan no budget*. If there is no business plan no funding allocation can be made.
- The following table is a high level summary of the 2014/15 budget and MTREF (classified per main type of operating expenditure):

Table 10 Summary of operating expenditure by standard classification item

Description R thousand	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Expenditure By Type											
Employee related costs	2	131,488	142,829	159,638	160,408	164,203	167,228	167,228	178,934	187,522	195,492
Remuneration of councilors		8,724	12,888	13,060	12,671	12,671	11,616	11,616	12,429	13,026	13,580
Debt impairment	3	115,009	85,709	86,051	33,392	101,901	103,384	103,384	16,275	17,056	17,781
Depreciation & asset impairment	2	67,551	67,454	70,369	41,083	70,368	70,368	70,368	74,590	78,170	81,493
Finance charges		7,845	6,219	10,781	4,734	4,734	5,923	5,923	10,433	10,934	11,398

Bulk purchases	2	73,652	93,167	107,918	124,059	124,059	124,059	124,059	126,540	132,614	138,250
Other materials	8	19,534	17,724	19,434	28,504	28,649	-	-	-	-	-
Contracted services		1,966	2,533	2,008	19,456	28,234	33,926	33,926	32,604	34,169	35,621
Transfers and grants		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	101,323	91,067	125,151	112,586	120,457	145,960	145,960	146,191	153,163	159,652
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Expenditure		527,092	519,590	594,410	536,893	655,274	662,464	662,464	597,996	626,654	653,267

The budgeted allocation for employee related costs for the 2014/15 financial year totals R179 million, which equals 29 per cent of the total operating expenditure. Salary increases have been factored into this budget at a percentage increase of 7 per cent for the 2014/15 financial year. An annual increase of 7 per cent has been included in the two outer years of the MTREF. As part of The Municipality's cost reprioritization and cash management strategy vacancies have been significantly rationalized downwards. As part of the planning assumptions and interventions all vacancies were originally removed from the budget and a report was compiled relating to the prioritization of critical vacancies within the municipality. The outcome of this exercise was the inclusion of a budget relating to critical and strategically important vacancies

The cost associated with the remuneration of councillors and ward committees is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget.

The provision of debt impairment was determined based on an annual collection rate of 95 per cent and the Debt Write-off Policy of the municipality. This amount decrease from 103 million in 2013/14 to R16 million in 2014/15 financial year. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R75 million for the 2014/15 financial and equates to 12 per cent of the total operating expenditure. There's a 6 per cent increase from 2013/14. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years.

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital) and interest on overdraft. Finance charges make up 2 per cent (R10.4 million) of operating expenditure excluding annual redemption for 2014/15 and remain steady for the outer years

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses.

Contracted services has been identified as one of the area which municipality must save to ensure that the municipality has full capacity relating to operations. In the 2014/15 financial year, this group of expenditure totals R32 million and has decreased by R33 million, clearly demonstrating the application of cost effective measures is critical. As part of the process of identifying further cost efficiencies, a business process reengineering project will commence in the 2014/15 financial year to identify alternative practices and procedures, including building in-house capacity for certain activities that are currently being contracted out (egg Meter reading service, Security service, Landfill Management). The outcome of this exercise will be factored into the next budget cycle and it is envisaged that additional cost savings will be implemented.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure are also growing at an alarming rate

1.4.1 Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2014/15 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the municipality. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

Table 11 Operational repairs and maintenance

Description	2009/10	2011/12	2011/12	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2014/15	Budget Year +2 2016/17
Repairs and Maintenance by Expenditure Item									
Employee related costs									
Other materials									
Contracted Services									
Other Expenditure	22 828	17 724	28 500	24 733	24 733	21 325	22 818	27 381	29 023
Total Repairs and Maintenance Expenditure	22 828	17 724	28 500	24 733	24 733	21 325	22 818	27 381	29 023

During the compilation of the 2014/15 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance. To this end, repairs and maintenance remained steady at R21 million in the 2013/14 financial year. The total allocation for 2014/15 equates to R22 million, R27 million and R29 million respectively over the MTREF. In relation to the total operating expenditure, repairs and maintenance comprises of 4 per cent

Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy. R4 000 was also proposed as a minimum threshold for qualification of this subsidy. The target is to register 6 000 or more indigent households during the 2014/15 financial year, this process is reviewed annually. Details relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement is contained below.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Household service targets	1									
<u>Water:</u>										
Piped water inside dwelling		29,918	28,748	28,748	28,748	28,748	28,748	28,748	28,748	28,748
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least in-service level)	2	-	3,088	3,088	3,088	3,088	3,088	3,088	3,088	3,088
Other water supply (at least in-service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		29,918	31,836	31,836	31,836	31,836	31,836	31,836	31,836	31,836
Using public tap (< in-service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< in-service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	29,918	31,836	31,836	31,836	31,836	31,836	31,836	31,836	31,836
<u>Sanitation/sewerage:</u>										
Flush toilet (connected to sewerage)		23,948	26,343	26,343	27,220	27,220	27,220	27,220	27,220	27,220
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		6,000	5,455	5,455	4,616	4,616	4,616	4,616	4,616	4,616
Other toilet provisions (> in-service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		29,948	31,797	31,797	31,836	31,836	31,836	31,836	31,836	31,836
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< in-service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-

<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-
Total number of households	5	29,948	31,797	31,797	31,836	31,836	31,836	31,836	31,836
<u>Energy:</u>									
Electricity (at least in-service level)		2,945	2,945	2,945	2,945	2,945	2,945	2,945	2,945
Electricity - prepaid (in-service level)		6,541	6,541	6,541	28,891	28,891	28,891	28,891	28,891
<i>Minimum Service Level and Above sub-total</i>		9,486	9,486	9,486	31,836	31,836	31,836	31,836	31,836
Electricity (< in-service level)		-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-
Total number of households	5	9,486	9,486	9,486	31,836	31,836	31,836	31,836	31,836
<u>Refuse:</u>									
Removed at least once a week		29,918	31,414	31,414	31,836	31,836	31,836	31,836	31,836
<i>Minimum Service Level and Above sub-total</i>		29,918	31,414	31,414	31,836	31,836	31,836	31,836	31,836
Removed less frequently than once a week		-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-
Total number of households	5	29,918	31,414	31,414	31,836	31,836	31,836	31,836	31,836
<u>Households receiving Free Basic Service</u>	7								
Water (6 kiloliters per household per month)		29,918	29,918	29,918	31,836	31,836	31,836	31,836	31,836
Sanitation (free minimum level service)		4,000	5,000	5,000	7,000	7,000	7,000	7,000	7,000
Electricity/other energy (50kwh per household per month)		4,000	5,000	5,000	7,000	7,000	7,000	7,000	7,000
Refuse (removed at least once a week)		4,000	5,000	5,000	7,000	7,000	7,000	7,000	7,000
<u>Cost of Free Basic Services provided (R'000)</u>	8								
Water (6 kiloliters per household per month)		4,323,500	4,582,910	4,582,910	6,735,337	6,735,337	6,735,337	6,735,337	6,735,337
Sanitation (free sanitation service)		5,598,720	5,934,643	5,934,643	7,657,440	7,657,440	7,657,440	7,657,440	7,657,440
Electricity/other energy (50kwh per household per month)		1,728,000	1,831,680	1,831,680	2,697,022	2,697,022	2,697,022	2,697,022	2,697,022
Refuse (removed once a week)		5,598,720	5,934,643	5,934,643	10,773,840	10,773,840	10,773,840	10,773,840	10,773,840
Total cost of FBS provided (minimum social package)		17,249	18,284	18,284	27,864	27,864	27,864	27,864	27,864
<u>Highest level of free service provided</u>									
Property rates (R value threshold)		22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000

Water (kiloliters per household per month)		6	6	6	6	6	6	6	6	6
Sanitation (kiloliters per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		117	124	124	147	147	147	147	147	147
Electricity (kwh per household per month)		50	50	50	50	50	50	50	50	50
Refuse (average liters per week)		-	-	-	-	-	-	-	-	-
Revenue cost of free services provided (R'000)	9									
Property rates (R15 000 threshold rebate)		4,598,000	4,873,880	4,873,880	3,351,158	3,351,158	3,351,158	3,351,158	3,351,158	3,351,158
Property rates (other exemptions, reductions and rebates)		-	-	-	-	-	-	-	-	-
Water		4,323,500	4,582,910	4,582,910	6,735,337	6,735,337	6,735,337	6,735,337	6,735,337	6,735,337
Sanitation		-	-	-	-	-	-	-	-	-
Electricity/other energy		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies	6	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of free services provided (total social package)		8,921	9,457	9,457	10,086	10,086	10,086	10,086	10,086	10,086

1.5 Capital expenditure

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 12 2014/15 Medium-term capital budget per vote

Vote Description		2009/10	2011/12	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2014/15	Budget Year +2 2016/17
Capital Expenditure - Standard										
<i>Governance and administration</i>		6,270	-	-	-	-	-	-	-	-
Executive and council		4,476	-	-	-	-	-	-	-	-
Budget and treasury office		-	-	-	-	-	-	-	-	-
Corporate services		1,793	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		173	-	29,230	29,230	-	-	7,228	8,014	481
Community and social services		173	-	18,450	18,450	-	-	-	-	-
Sport and recreation		-	-	10,780	10,780	-	-	7,228	8,014	481
Public safety		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		26,349	-	5,101	5,101	-	-	5,290	10,468	-
Planning and development		-	-	-	-	-	-	-	-	-
Road transport		26,349	-	5,101	5,101	-	-	5,290	10,468	-
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		8,841	-	53,976	53,976	-	-	57,662	34,981	45,313
Electricity		3,180	-	-	-	-	-	893	345	242
Water		5,148	-	1,538	1,538	-	-	30,800	23,954	45,071
Waste water management		512	-	49,938	49,938	-	-	25,969	10,682	-
Waste management		-	-	2,500	2,500	-	-	-	-	-
<i>Other</i>		31,182	55,090	88,660	2,339	91,741	91,741	6,924	15,940	34,756
Total Capital Expenditure - Standard	3	72,815	55,090	88,660	90,646	91,741	91,741	77,103	69,403	80,550
Funded by:										
National Government		36,777	73,454	92,319	72,196	73,196	73,196	72,103	64,163	75,087
Provincial Government		7,621	-	-	-	-	-	-	-	-

			-		-						
District Municipality		-	-		-	-					
Other transfers and grants		-	-		-	-					
Transfers recognized - capital	4	44,398	73,454	92,319	72,196	72,196	73,196	73,196	72,103	64,163	75,087
Public contributions & donations	5	-	-		-	-					
Borrowing	6	-	-		-	-					
Internally generated funds		28,417	(18,363)	(3,659)	18,450	18,450	18,545	18,545	5,000	5,240	5,463
Total Capital Funding	7	72,815	55,090	88,660	90,646	90,646	91,741	91,741	77,103	69,403	80,550

For 2014/15 an amount of R77.1 million has been appropriated for the development of infrastructure. In the outer years this amount totals to R69.4 million, which is 11 per cent decrease and R80.5 million, which is 13 per cent increase respectively for each financial years. Trading services receives the highest allocation of R57.6 million in 2014/15 which equates to 74.7 per cent followed by community and public safety at 9 per cent, R7.2 million and economic and environment service at 6.7 per cent, R5.2million..

Part 2 – Supporting Documentation

1.6 Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the MMC for Finance.

The primary aims of the Budget Steering Committee is to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices;
- that there is proper alignment between the policy and service delivery priorities set out in the Municipality's IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

1.6.1 Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2010) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required the IDP and budget time schedule on 25 August 2010. Key dates applicable to the process were:

- **August 2013** – Joint strategic planning session of the Mayoral Committee and Executive Management. Aim: to review past performance trends of the capital and operating budgets, the economic realities and to set the prioritisation criteria for the compilation of the 2014/15 MTREF;
- **November 2013** – Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines;
- **January 2014** - Review of the financial strategy and key economic and financial planning assumptions by the Budget Steering Committee. This included financial forecasting and scenario considerations;
- **January 2014** – Multi-year budget proposals are submitted to the Mayoral Committee for endorsement;
- **28 January 2014** - Council considers the 2011/12 Mid-year Review and Adjustments Budget;
- **February 2014** - Recommendations of the Mayoral Committee are communicated to the Budget Steering Committee, and on to the respective departments. The draft 2014/15 MTREF is revised accordingly;
- **20 March 2014** - Tabling in Council of the draft 2014/15 IDP and 2014/15 MTREF for public consultation;
- **April 2014** – Public consultation;
- **May 2014** – finalisation of the 2014/15 IDP and 2014/15 MTREF, taking into consideration comments received from the public, comments from National Treasury, and updated information from the most recent Division of Revenue Bill and financial framework; and
- **29 May 2014** - Tabling of the 2014/15 MTREF before Council for consideration and approval.

There were no deviations from the key dates set out in the Budget Time Schedule tabled in Council.

1.6.2 IDP and Service Delivery and Budget Implementation Plan

This is the fourth review of the IDP as adopted by Council in May 2006. It started in September 2010 after the tabling of the IDP Process Plan and the Budget Time Schedule for the 2014/15 MTREF in August.

The Municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the fourth revision cycle included the following key IDP processes and deliverables:

- Registration of community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2014/15 MTREF, based on the approved 2013/14 MTREF, Mid-year Review. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2014/15 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2013/14 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

1.6.3 Community Consultation

The draft 2014/15 MTREF was tabled before Council on 20 March 2013 for community consultation. The draft budget was published on the municipality's website, and hard copies were made available at customer care offices, municipal notice boards and various libraries within Dihlabeng area. Notifications were sent to all organisations on the municipality's database, including ratepayer associations, community-based organisations and organised business.

All documents in the appropriate format (electronic and printed) were provided to National Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

Ward Councillors and management were utilised to facilitate the community consultation process from 14 April to 19 May 2013. The applicable dates and venues were published in all the local newspapers and on average attendance of 400 was recorded per meeting. Other stakeholders involved in the consultation included rates payers association, churches, non-governmental institutions and community-based organisations.

Submissions received during the community consultation process and additional information regarding revenue and expenditure and individual capital projects were addressed, and where relevant considered as part of the finalisation of the 2014/15 MTREF. Feedback and responses to the submissions received are available on request. The following are some of the issues and concerns raised as well as comments received during the consultation process:

- Capital expenditure is not allocated to the areas in the same ratio as the income derived from those areas. This is a normal practice in a collective taxation environment. The municipality is responsible for managing the equitable use of resources to ensure that

constitutional imperative to progressively improve basic services in undeveloped areas is realized in a sustainable manner over a reasonable period of time;

- Several complaints were received regarding poor service delivery, especially waste removal backlogs and the state of road infrastructure;
 - Poor performance of contractors relating to infrastructure development and maintenance especially in the areas of road construction and maintenance were raised;
 - The affordability of tariff increases, especially electricity, was raised on numerous occasions. This concern was also raised by business as an obstacle to economic growth;
 - Households cannot afford the tariff increases due to unemployment increases.
 - Township establishment in Mashaeng, Mautse, Tateng tse ntsho and Bohlokong.
 - During the community consultation process large sections of the community made it clear that they are not in favour of any further tariff increases to fund additional budget requests. They indicated that the municipality must do more to ensure efficiencies and value for money; and
 - They also indicated that they need place to stay and they have been waiting for too long and their losing patience.
-
- Significant changes effected in the final 2014/15 MTREF compared to the draft 2014/15 MTREF that was tabled for community consultation, include:
 - The final tariff for water, refuses, sanitation was 6 %
 - The draft budget had a zero surplus, and we managed to record R 5 million Surplus at the end.
 - An amount of R 5 million was allocated in the Capital Budget for to fund internal projects,

1.7 Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five years strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to The Municipality, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the municipality strategically complies with the key national and provincial priorities.

The aim of this revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and The Municipality's response to these requirements.

The national and provincial priorities, policies and strategies of importance include amongst others:

- Green Paper on National Strategic Planning of 2009;
- Government Programme of Action;
- Development Facilitation Act of 1995;
- Provincial Growth and Development Strategy (GGDS);
- National and Provincial spatial development perspectives;
- Relevant sector plans such as transportation, legislation and policy;
- National Key Performance Indicators (NKPIS);
- Accelerated and Shared Growth Initiative (ASGISA);
- National 2014 Vision;
- National Spatial Development Perspective (NSDP) and
- The National Priority Outcomes.
- National Development Plan (NDP)

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic objectives for the 2014/15 MTREF and further planning refinements that have directly informed the compilation of the budget:

Table 13 IDP Strategic Objectives

2014/15 MTREF	
1.	Provide democratic and accountable government for local communities
2.	Be responsive to the needs of the local community;
3.	Ensure the provision of services to communities in a sustainable manner
4.	Promote a safe and healthy environment
5.	Promote social and economic development
6.	Encourage the involvement of communities and community organizations in the matters of local government
7.	Facilitate the culture of public service and accountability amongst its staff;
8.	Assign clear responsibilities for the management and co-ordination of administrative units and mechanisms

In order to ensure integrated and focused service delivery between all spheres of government it was important for the municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities.

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the Municipality. The five-year programme responds to the development challenges and opportunities faced by the municipality by identifying the key performance areas to achieve the five the strategic objectives mentioned above.

In addition to the five-year IDP, the municipality undertakes an extensive planning and developmental strategy which primarily focuses on a longer-term horizon. This process is aimed at influencing the development path by proposing a substantial programme of public-led investment to restructure current patterns of settlement, activity and access to resources in the municipality so as to promote greater equity and enhanced opportunity. The strategy specifically targets future developmental opportunities in traditional dormitory settlements. It provides direction to the municipality's IDP, associated sectoral plans and strategies, and the allocation of resources of the municipality and other service delivery partners.

This development strategy introduces important policy shifts which have further been translated into seven strategic focus areas/objectives as outlined below:

- Developing dormant areas;
- Enforcing hard development lines – so as to direct private investment;
- Maintaining existing urban areas;
- Strengthening key economic clusters;
- Building social cohesion;
- Strong developmental initiatives in relation to the municipal institution as a whole;
- Sound financial fundamentals.

The 2014/15 MTREF has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Table 14 MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

Strategic Objective	Goal	2009/10	2011/12	2011/12	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2014/15	Budget Year +2 2016/17
R thousand										
Corporate Services	Stable labour force	77 051	148 412	(2 921)	22 378		212	1 477	1 580	1 691
Corporate governance	Accountable Government	28 500	32 724	(4 029)	50 096		1 140	816	873	934

Service delivery	Services to all	113 552	158 885	78 236	40 973		9 383	8 975	8 112	8 109
	Civil engineering roads	–	–	(1)	25 518		19	0	0	0
	Civil engineering sewerage	–	–	35 934	28 805		38 701	41 942	44 878	48 020
	Civil engineering water	–	–	44 512	20 806		48 427	52 804	56 501	60 456
	Electrical engineering	–	–	134 965	132 172		146 493	165 280	176 849	189 229
Political leadership	Political stability	18 526	26 533	118 346	32 900		129 367	129 734	131 161	131 457
LED	Economic development	3 645	7 367	66	10 201		18	44	47	51
Community welfare	Healthy environment	10 803	15 625	36 638	58 274		43 201	48 944	52 370	56 036
Financial management	Financial Accountability	9 873	23 127	90 767	75 624		98 311	105 327	112 623	120 413
Total Revenue (excluding capital transfers and contributions)		261 950	412 673	532 514	497 749	–	515 270	555 343	584 995	616 394

Table 15 MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure

Strategic Objective	Goal	2009/10	2011/12	2011/12	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2014/15	Budget Year +2 2016/17
Human Capital Development	Stable labour force	148 412	86 936	96 379	22 378		100 475	24 335	26 039	27 862
Good governance and Public Participation	Accountable Government	32 724	56 710	52 380	50 096		49 940	51 115	54 693	58 522
Service delivery	Services to all	158 885	15 451	12 332	40 973		30 044	41 714	44 634	47 759
Access to Roads	Improve access to municipal roads and provision of Trafficable roads	–	19 968	24 545	25 518		31 783	33 759	36 123	38 651
Access to Sanitation	Improve access to sanitation and provision of quality services.	–	129 139	97 771	28 805		17 698	38 478	41 034	43 770
Access to Water	Improve access to water services and provision of quality water.	–	11 771	12 012	20 806		19 929	33 286	35 616	38 109
Access to Electricity	Improve Access to Electricity Services	–	83 748	95 151	132 172		127 256	142 052	152 014	162 672
Political leadership	Political stability	26 533	30 202	29 048	32 900		41 013	34 903	37 005	39 254
Local Economic Development	Enabling environment for economic growth and tourism development.	7 367	4 877	4 961	10 201		7 474	10 690	10 948	11 225

Community welfare	Healthy environment	15 625	68 644	48 648	58 274		47 266	69 645	74 649	80 004
Financial management	Financial Accountability	23 127	18 487	30 183	75 624		139 747	55 915	59 752	63 840
Allocations to other priorities										
0		412 673	525 933	503 409	497 749	-	612 627	535 893	572 507	611 667

Table 16 MBRR Table SA7 - Reconciliation between the IDP strategic objectives and budgeted capital expenditure

Strategic Objective	Goal	2009/10	2011/12	2011/12	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2014/15	Budget Year +2 2016/17
R thousand										
Corporate Services	Stable labour force	4 903	-		-					
Corporate governance	Accountable Government	-	-		-					
Service delivery	Services to all	53 613	133 557	55 090	90 233		89 098	13 119	79 390	61 946
	Civil engineering roads	-	-		-			5 101		
	Civil engineering sewerage	-	-		-			52 438		
	Civil engineering water	-	-		-			1 538		
	Electrical engineering	-	-		-					
Political leadership	Political stability	-	-		-					
LED	Economic development	-	-		-					
Community welfare	Healthy environment	-	-		-					
Financial management	Financial Accountability	-	-		-					
Allocations to other priorities										
Total Capital Expenditure		58 516	133 557	55 090	90 233	-	89 098	72 196	79 390	61 946

1.8 Measurable performance objectives and indicators

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, The municipality has developed and implemented a performance management system of which system is constantly refined as the integrated planning process unfolds. The municipality targets, monitors, assess and reviews organisational performance which in turn is directly linked to individual employee's performance.

At any given time within government, information from multiple years is being considered; plans and budgets for next year; implementation for the current year; and reporting on last year's performance. Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages. The planning, budgeting and reporting cycle can be graphically illustrated as follows:

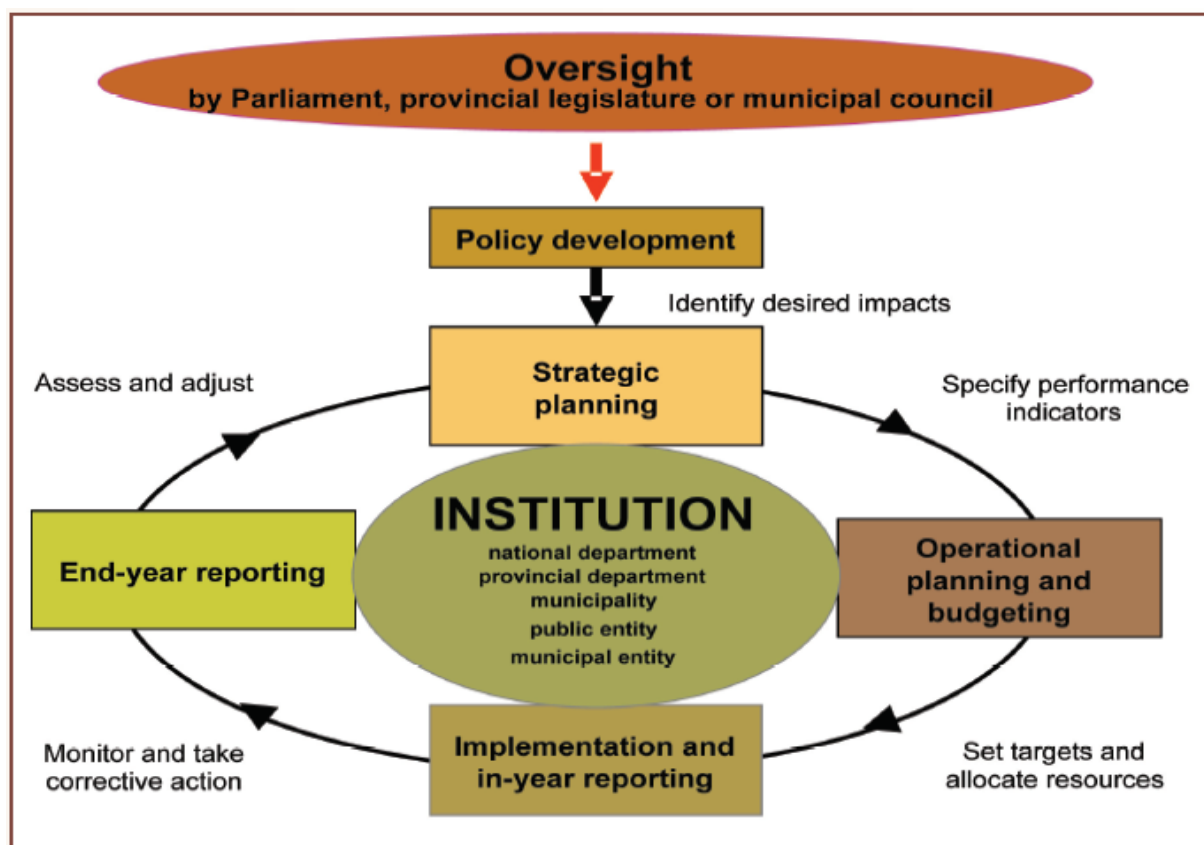


Figure 1 Planning, budgeting and reporting cycle

The performance of the municipality relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting

stakeholder expectations. The municipality therefore has adopted one integrated performance management system which encompasses:

- Planning (setting goals, objectives, targets and benchmarks);
- Monitoring (regular monitoring and checking on the progress against plan);
- Measurement (indicators of success);
- Review (identifying areas requiring change and improvement);
- Reporting (what information, to whom, from whom, how often and for what purpose); and
- Improvement (making changes where necessary).

The performance information concepts used by the municipality in its integrated performance management system are aligned to the **Framework of Managing Programme Performance Information** issued by the National Treasury:

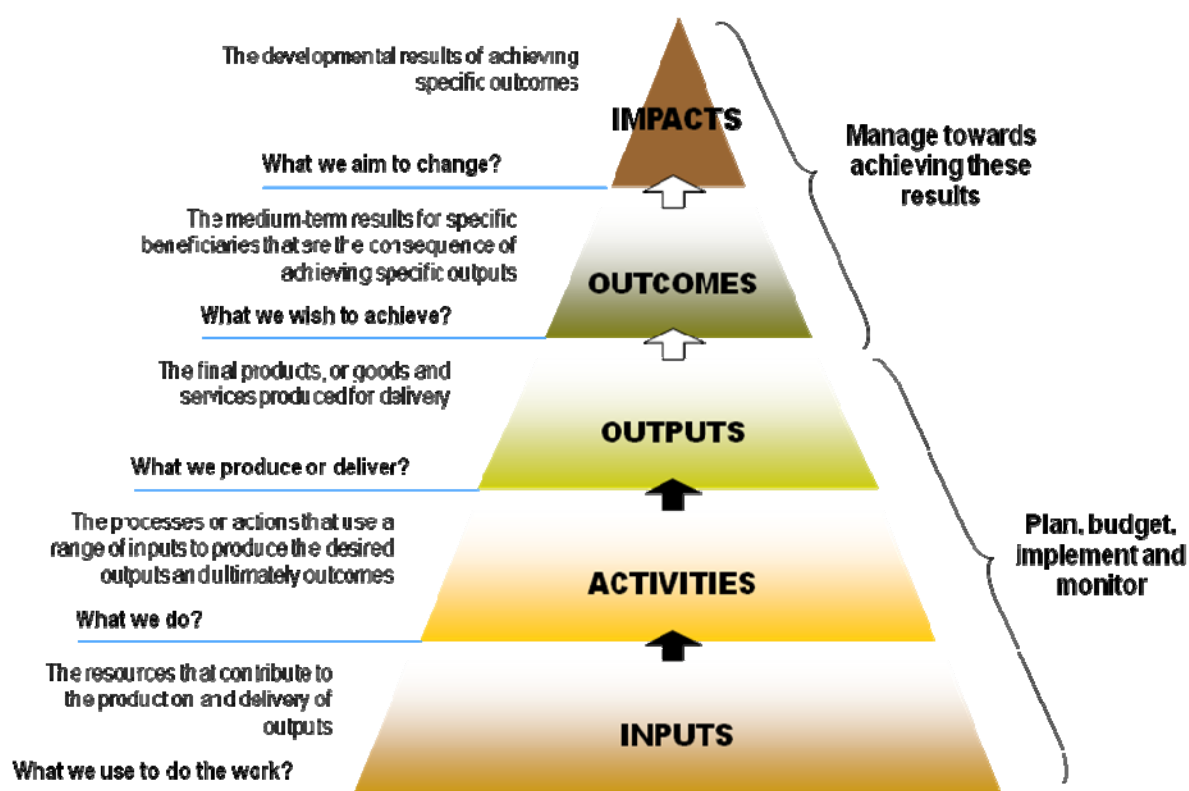


Figure 2 Definition of performance information concepts

1.8.1 Medium-term outlook: operating revenue

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The municipality derives most of its operational revenue from the provision of goods and services such as water, electricity, sanitation and solid waste removal. Property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc.).

The revenue strategy is a function of key components such as:

- Growth in the municipality and economic development;
- Revenue management and enhancement;
- Achievement of a 86 per cent annual collection rate for consumer revenue;
- National Treasury guidelines;
- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA), and
- And the ability to extend new services and obtain cost recovery levels.

The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers aligned to the economic forecasts.

Investment revenue contributes marginally to the revenue base of the municipality with a budget allocation of R750 000 for the respective three financial years of the 2014/15 MTREF. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. The actual performance against budget will be carefully monitored. Any variances in this regard will be addressed as part of the mid-year review and adjustments budget.

The tables below provide detail investment information and investment particulars by maturity.

Table 17 MBRR SA15 – Detail Investment Information

Investment type	2009/10	2011/12	2011/12	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2014/15	Budget Year +2 2016/17
R thousand									
<u>Parent municipality</u>									
Deposits - Bank	1 158	1 166	7 500	1 286	750	750	750	750	750
Total:	1 158	1 166	7 500	1 286	750	750	750	750	750

Table 18 MBRR SA16 – Investment particulars by maturity

Investments by Maturity	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate 3.	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Monetary value	Interest to be realised
Name of institution & investment ID	Yrs./Months								Rand thousand	
arent municipality										
ABSA	10 years	Fixed deposit	No	Fixed	6%	0	0	30 Days' Notice	750	8
TOTAL INVESTMENTS AND INTEREST									750	8

1.9 Legislation compliance status

Compliance with the MFMA implementation requirements have been substantially adhered to through the following activities:

1. In year reporting

- Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) has progressively improved.

2. Internship programme

- The municipality is participating in the Municipal Financial Management Internship programme and has employed four interns undergoing training in various divisions of the Financial Services Department. The municipality has successfully employed and trained 14 interns through this programme and a majority of them were appointed by the municipality

3. Budget and Treasury Office

ii.

- The Budget and Treasury Office has been established in accordance with the MFMA.

1. Audit Committee

iii.

- An Audit Committee has been established and is fully functional.

1. Service Delivery and Implementation Plan

- The detail 2014/15 MTREF SDBIP document must be submitted to the Major 21 days after the approval of the budget.

2. Annual Report

- Annual report is compiled in terms of the MFMA and National Treasury requirements.

1.10 Municipal manager's quality certificate

I, municipal manager of Dihlabeng Local Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name _____

Municipal manager of Dihlabeng Local Municipality

Signature _____

Date _____